

## **Strategic Framework**

### **The NPIA Confidence, Equality and Human Rights Tripartite Strategy (Tripartite Strategy)**

The Tripartite Strategy sets out an approach which acknowledges that the effect of inequality and discrimination varies depending on individual experience and circumstances. It recognises that the differences **within** communities can be as wide as the differences **between** communities and acknowledges the need for strategies and solutions that tackle inequality in an increasingly complicated and diverse society. The strategy sets out three themes which provide the framework for improving performance and delivering specific equality results at every level of the police service. The three themes are as follows:-

#### **1. Operational Delivery**

Delivering services that are easy to access and that respond to and meet the needs of all communities.

#### **2. People and Culture**

Building a working environment that includes everyone and that encourages all to staff to develop and progress.

#### **3. Organisational Processes**

Building equality into the organisation's processes and how the service manages its performance.

The Strategy provides a national framework for improvement that will be delivered locally through the equality objectives of individual

forces and police authorities. Local delivery and performance will be assessed through the Equality Standard for the Police Service.

### **The NPIA Equality Standard for the Police Service (ESPS)**

The main purpose of the Equality Standard for the Police Service is to build equality into the systems that police forces use to manage their performance. It is a framework for continuous improvement which individual forces will use to build equality activities into all areas of their business. Police forces and police authorities will also use the standard, in consultation with local communities, to identify and set their local objectives. The standard has been developed to be flexible enough to allow for new laws and policing initiatives without needing any major revisions.

The ESPS also provides a system for monitoring performance and assessing progress on how the strategy's priorities are being delivered. The Tripartite strategy sets the direction for change, and the standard measures local achievements. Standards in the Equality Standard mirrors those in the Tripartite Strategy above, and there are three levels of performance measurements for each of those standards, which are:

1. Baseline – Assessing an activity that must be in place.
2. Integrating – Assessing an area that is integrated into wider activities.
3. Excelling – Assessing an outcome that contributes to improved community confidence.

## **SWP Progress Update in Respect of the NPIA Equality Standard**

The Business Development and Performance Management Department (BDPM) were given the role of carrying out a gap analysis of the Equality Standard in 2009.

The initial task was to inform the Force about the 22 standards, providing background as to the development of the standards, the pilot project and what was expected of them. This phase was followed by gathering evidence from each BCU and Department in order to carry out a GAP analysis and establish where the Force is in compliance with, at least, the Baseline standard.

Each Department and BCU was visited individually by the project lead and a member of each respective Senior Management Team was briefed around the Standards. The key theme of the briefing focussed on outlining that the standards are aimed at improving our service delivery both internally and externally. A clear link was identified between the Policing Pledge, Public Service Agreement and the Citizen Focus Hallmarks and that the standards are about day to day delivery.

Once the briefing was complete each BCU and Department were given the task of providing evidence against each standard relevant to their area of business. They were asked to describe how they were carrying out the standard accompanied by a tangible piece of evidence. This evidence could include role profiles, terms of reference of strategic groups, and specific

evidence of a project or piece of work that specifically evidences the particular standard. Throughout the process staff, that have been spoken to, have been revisited and supported by BDPM.

A record of all of the submissions against each of the 22 standards was collated within an Excel spreadsheet.

Monthly meetings with the ACC Human Resources, the Equality and Diversity Unit and BDPM have been taking place in 2010 where regular updates are provided.

The GAP analysis spreadsheet is currently being re-designed to allow for a better search facility, as at present over 500 pieces of evidence have been submitted from around the Force.

A quality assurance process has now begun. This is being carried out by the Equality and Diversity Unit with the assistance of identified personnel, as relevant. This piece of work will include identifying any GAPS and assessing where South Wales Police are in relation to the Baseline.

All identified gaps will then be added to each BCU and Departmental Delivery Plan (Annual Plan). These plans will be monitored through an approved governance structure thus ensuring the GAPS are effectively monitored and that improvement and compliance are achieved. Progress against the standard will also be monitored through the Equality, Diversity and Human Rights Change Programme Board, jointly chaired by the ACC Human Resources and ACC Specialist Crime.

